

Intentionally Strategic

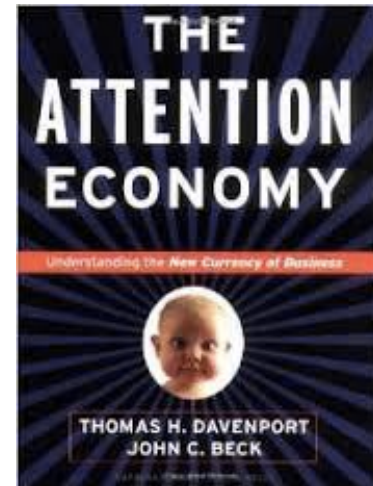
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October 24, 2017

Are we really focused?

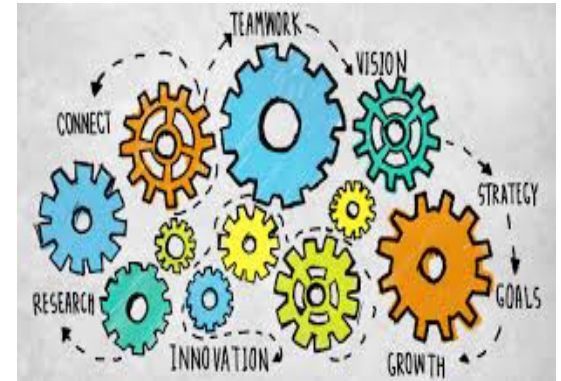
“The mark of a great man is one who knows when to set aside the important things in order to accomplish the vital ones”

- Brandon Sanderson

Do we have issues with our FOCUS?



The future is strategically determined by the art of successful tough conversations



So What

1. Creating focus requires asking the right strategic questions
2. Staying Intentionally Strategic is a matter of culture
3. Creating customer centricity while continuously rethinking our stakeholders and improving sensing and data analytics

What is a right strategic question?

1. Do you believe we need to have a winning strategy?
2. Are you winning?
3. How do you define winning?
4. Should we have a consistent answer to this question?

Creating focus requires asking the right strategic questions

Most Important Strategic Question



Strategic Focus Killers

- Confusing strategic and tactical
- Too much focus on action
- Missing some key meta skills
- Gaps in practicing these questions

Sample Strategic Questions ... The Economist

Understand the Market ... what are the trends and likely developments?

Decide on your Business ... How and why should the new plan differ from your previous approach?

Focus on Profitability ... What would it require to double your growth rate and profits?

How strong is your competitive position? ... Which of your competitors are admired and why?

Assess Strengths and Weakness ... Which resources and capabilities you need to acquire, and how?

Understand your customers ... How are your customers changing?

Innovate .. How will you make innovations pay?

In today's hyper connected world, customer centricity and empathy is the expected norm



**"Someone calling themselves
a customer says they want
something called service."**

In a Nutshell

Strategy is powerful and effective when it enables Connected Organizational Energy

- Designing the organization and its services for connectivity (Ecosystem) using the power of 3H to connect

Why does being Intentionally Strategic matter?

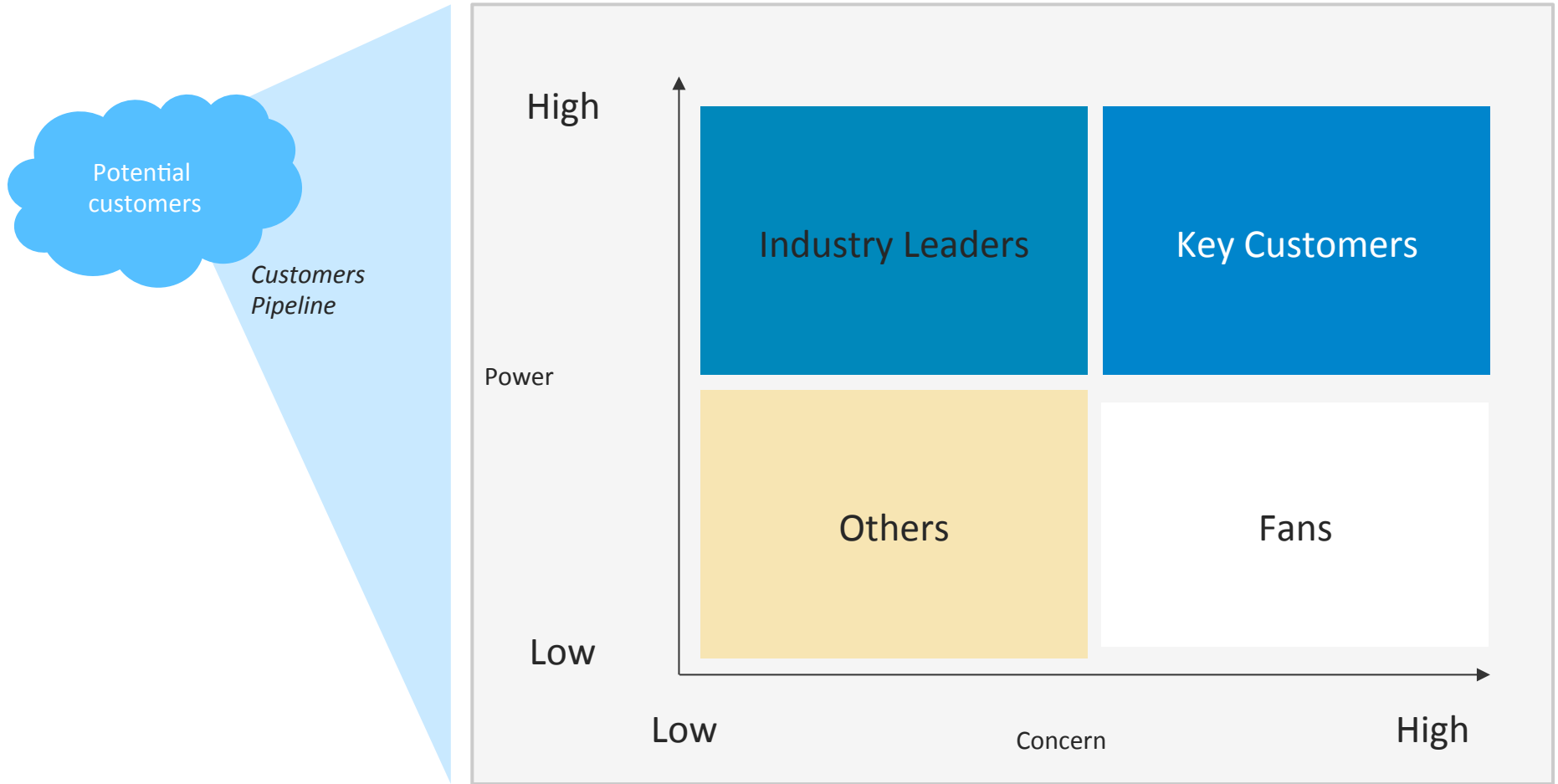
Organizations need to have meaningful strategies if they want to increase the likelihood of business success

- A strategy that articulates the purpose of the organization
- Organizations can not afford to lose alignment with their strategy
- Initiatives execution requires the spirit that motivates and connects people around performance

Staying Intentionally Strategic is a matter of culture



Continuously rethinking our stakeholders requires improved sensing and data analytics



A sneak peak into the future mindset, shows a combination of refined skills, agility, and beliefs

- Thinking for a Change
- Organizational agility as the basis for handling complexity
- Questioning all assumptions and constraints to stretch the learning mind
- Future generations' **belief** in strategy's power and potential will be a **critical recipe ingredient** for its use and value



Creating a sense of purpose requires investing in future scenarios to increase strategic adaptability

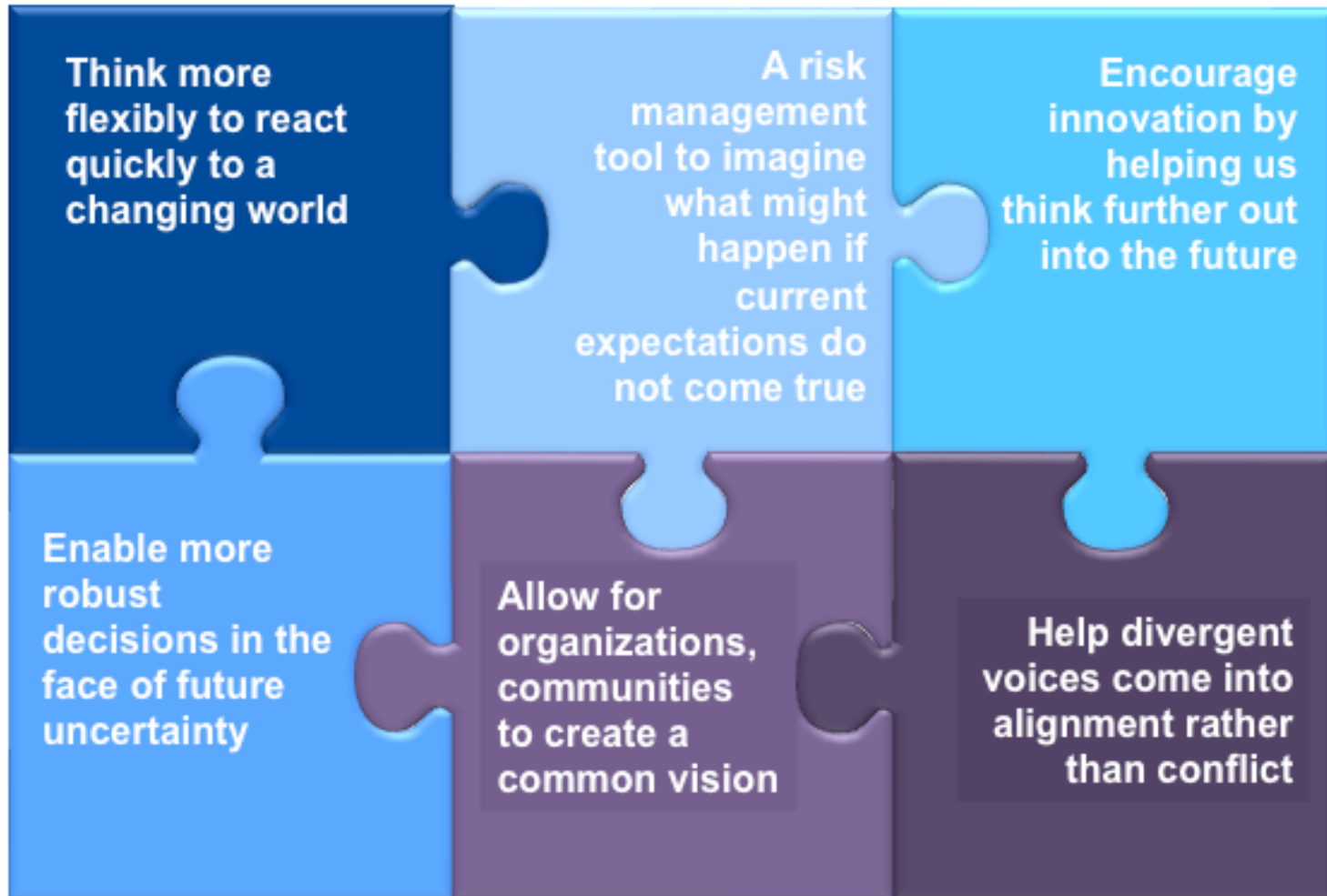


“Scenarios are stories about the ways that the world might turn out tomorrow...

...that can help us recognize and adapt to changing aspects of our current environment”

Peter Schwartz

Future scenarios support the creation of the strategic mindset and enhancing governance



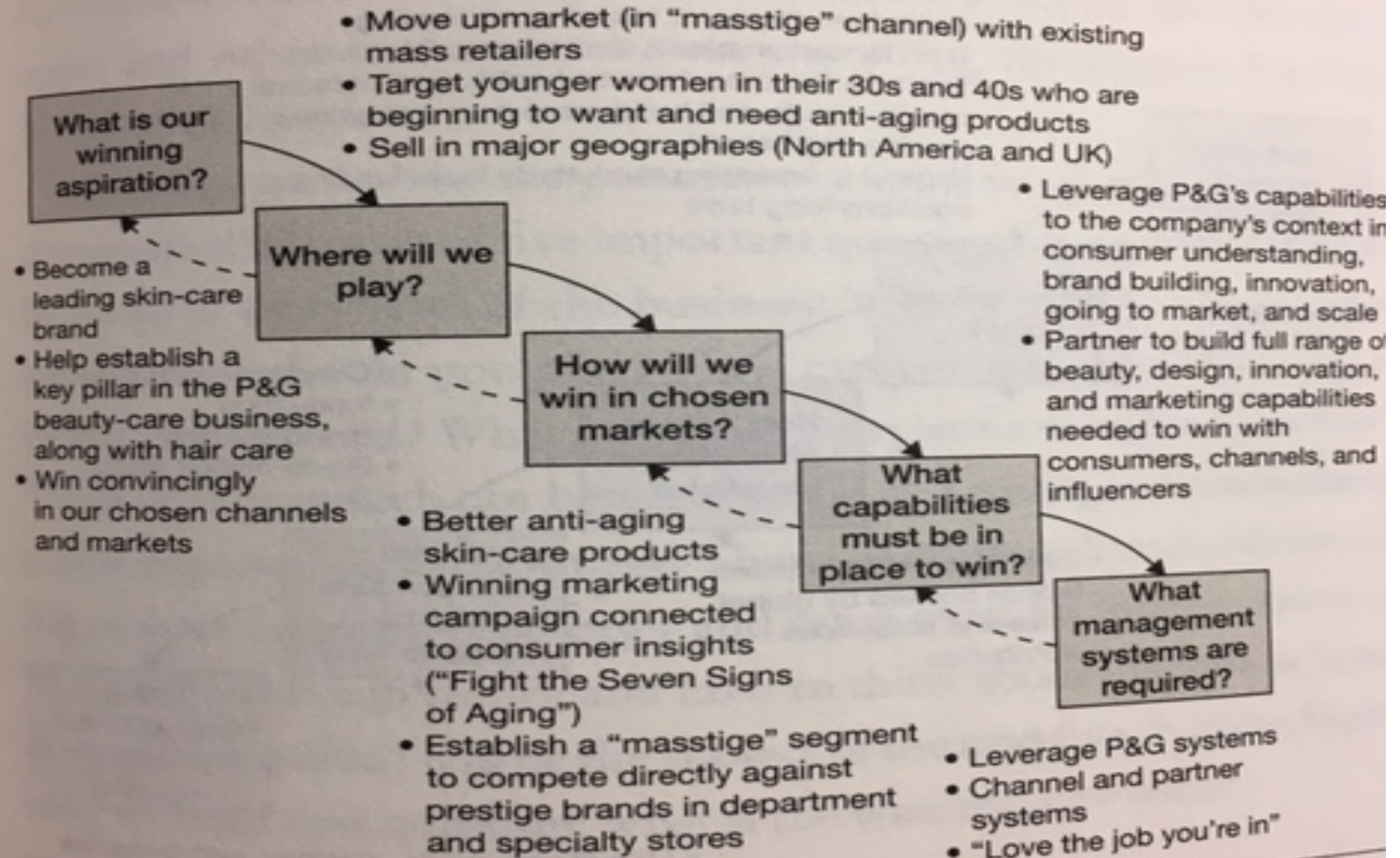
Getting to Vital

1. Purpose & Objectives (what does success look like?)
2. Priorities (aligned to Opportunities ... SWOT)
3. Ruthless Prioritization of Priorities (e.g. Design Thinking, 10-4)
4. Incentives (what does success look like?)
5. Ruthless Prioritization of Incentives (e.g. 10-4)
6. Infrastructure (Culture, People, Processes)
7. Accountability
8. Intentionally Communicate
9. Sprints
10. Review and Pivot

Playing to Win ... Lafley

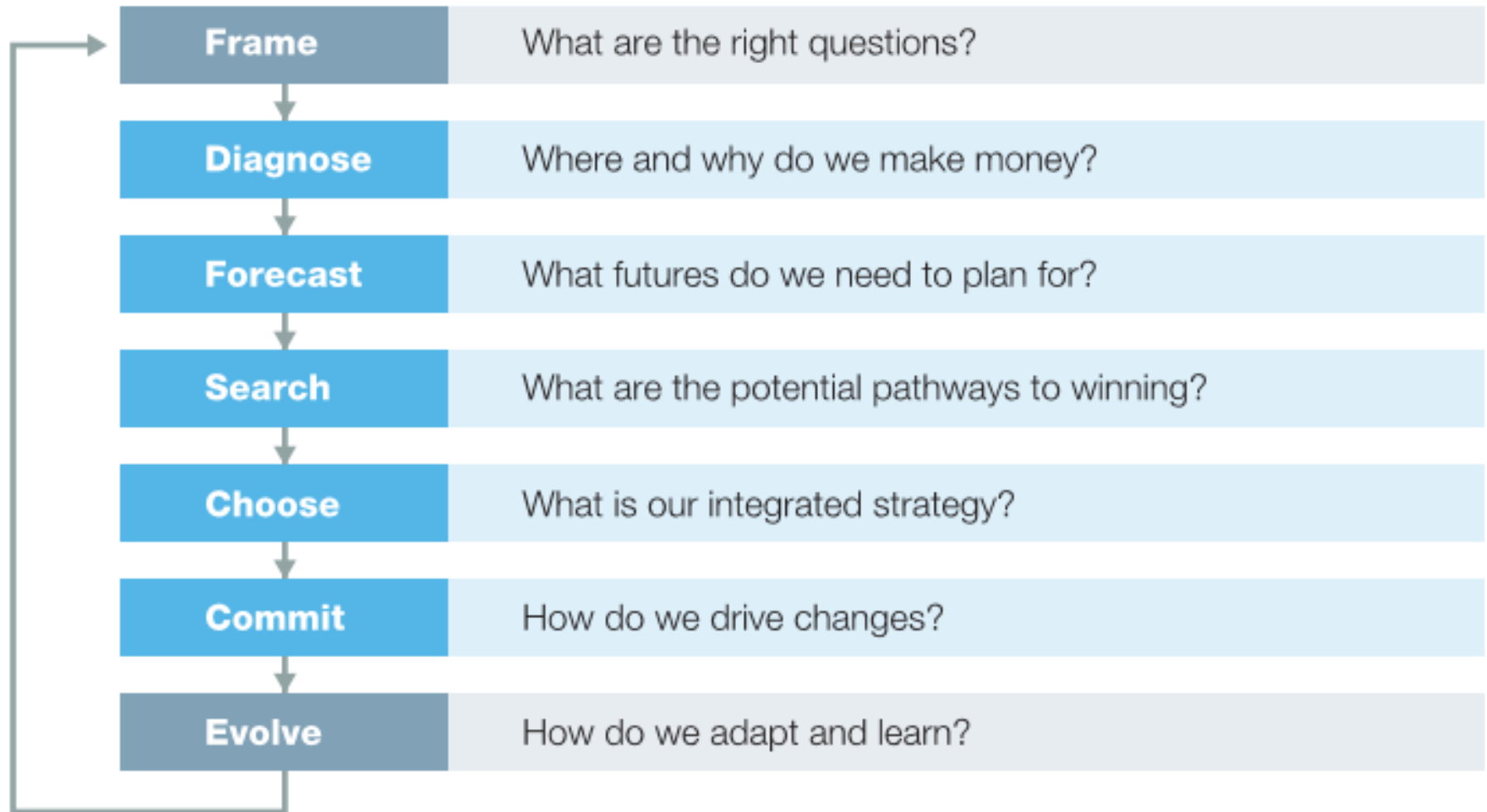
FIGURE 1-3

Olay's choices

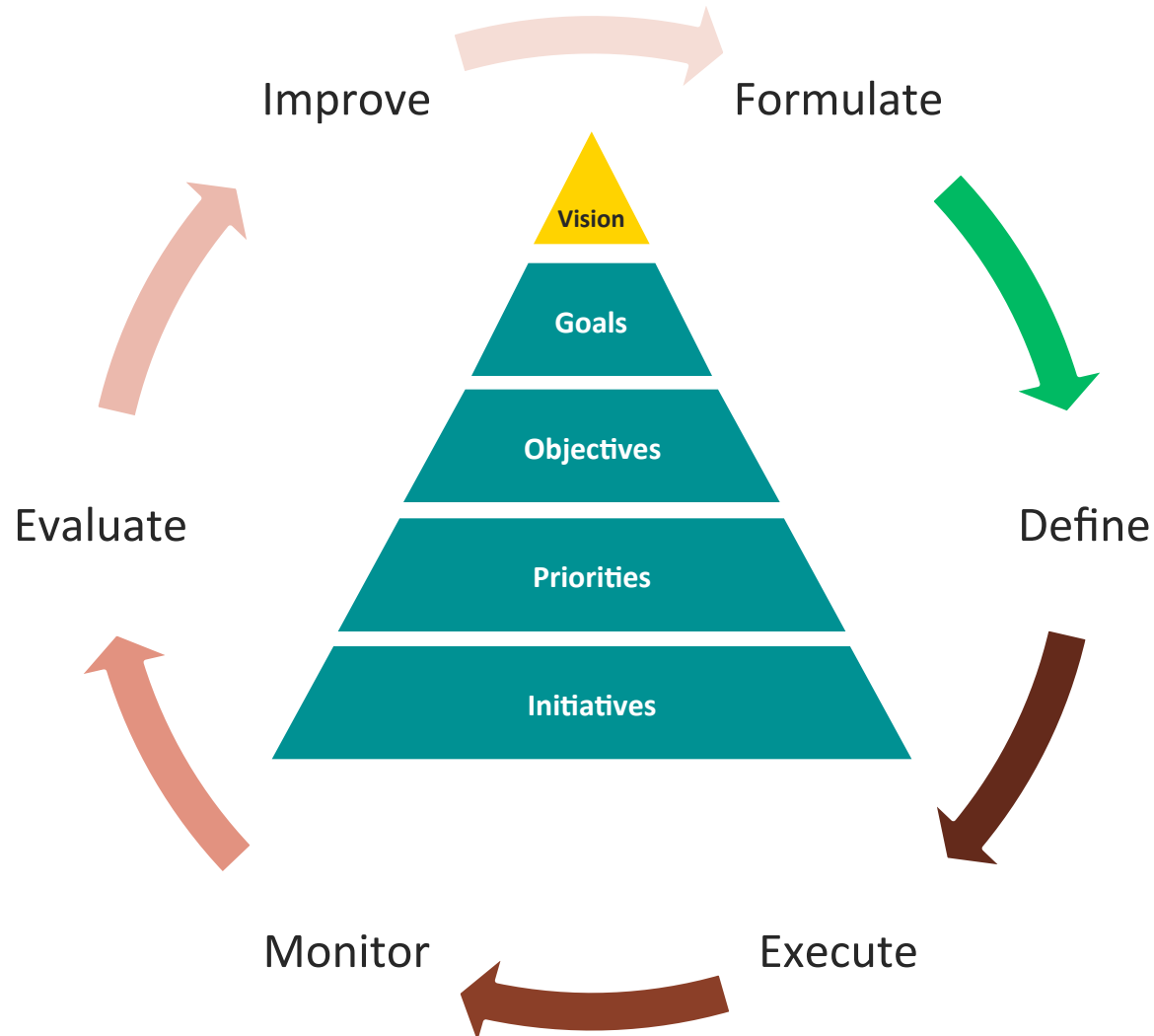


Guiding Thoughts ... McKinsey

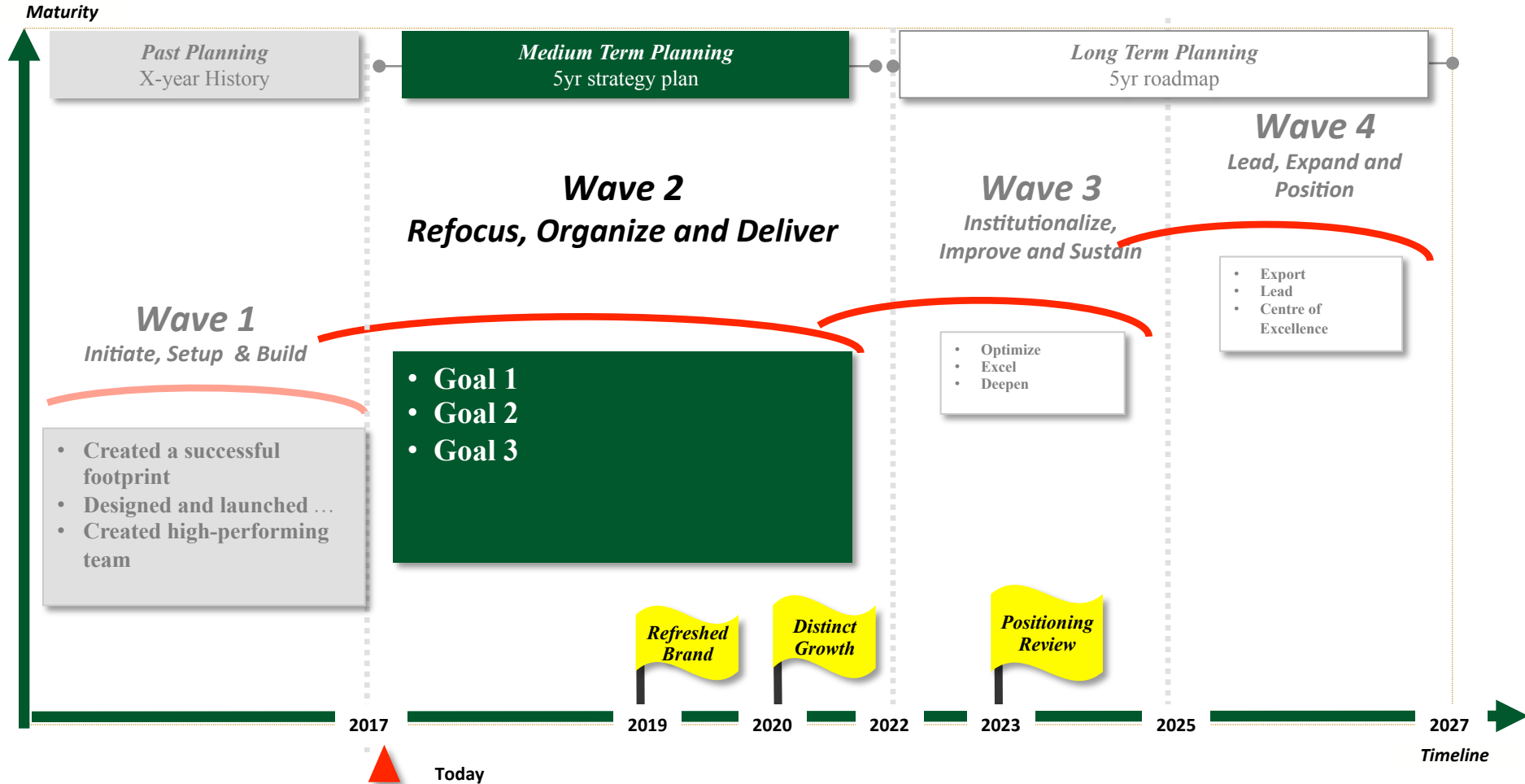
The building blocks of strategy help companies make strategic choices and carry them through to operational reality.



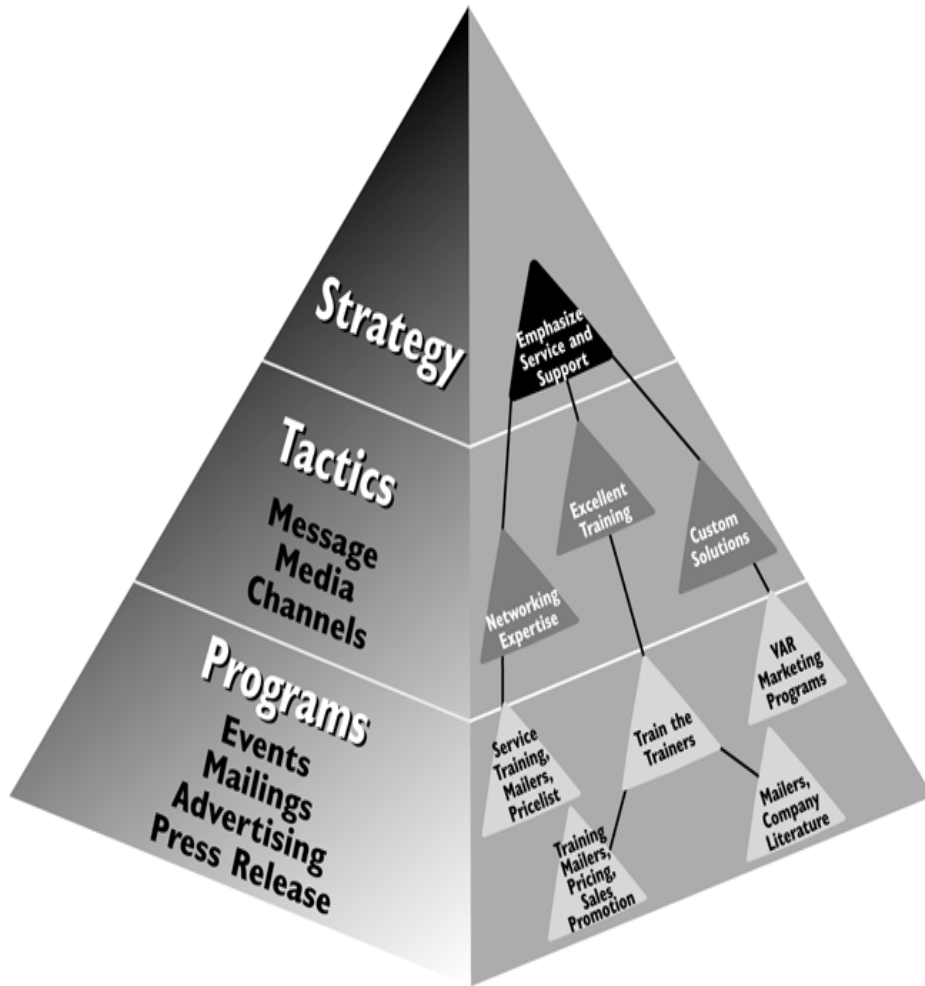
Sample Performance Management Process



Strategic Roadmap

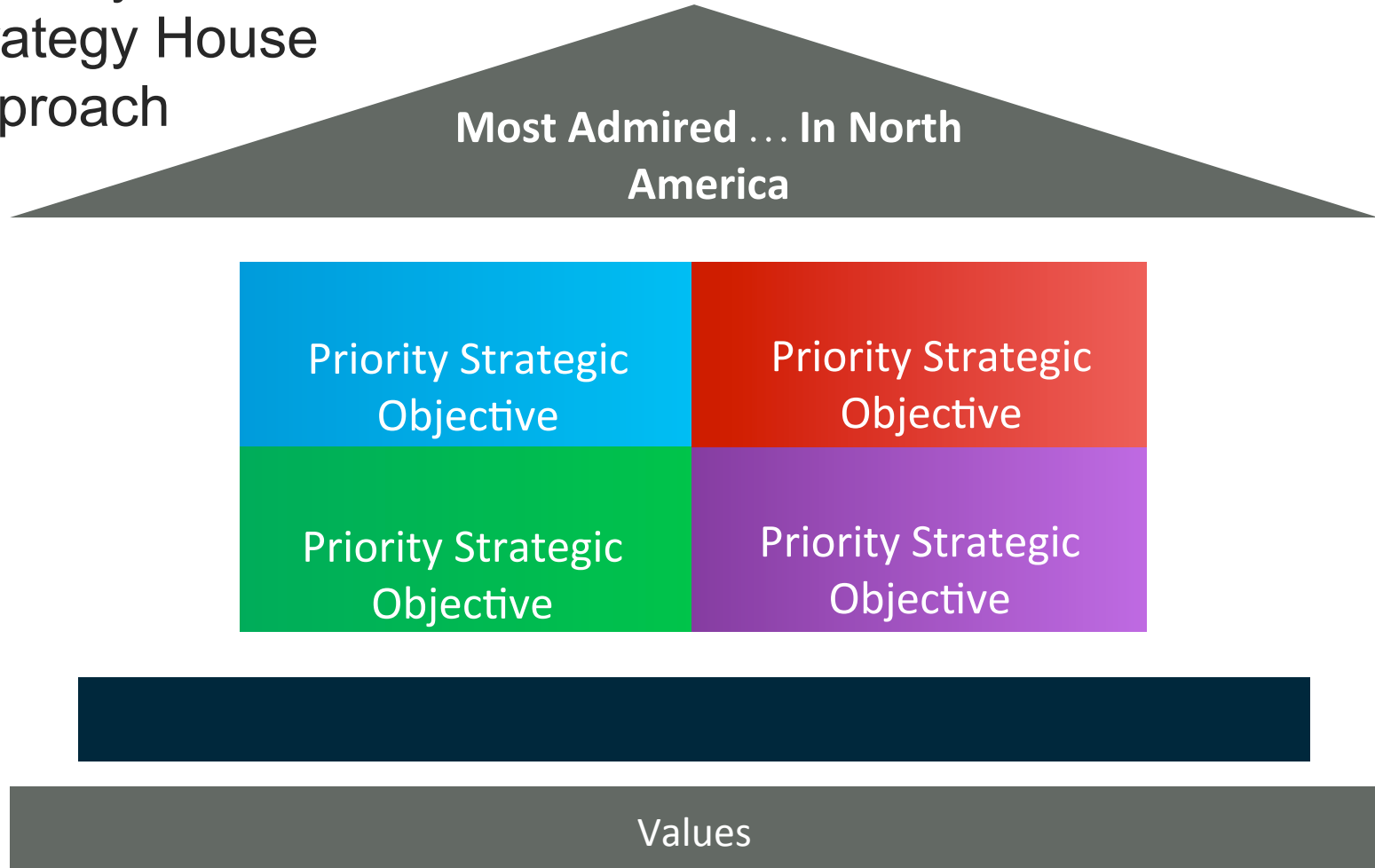


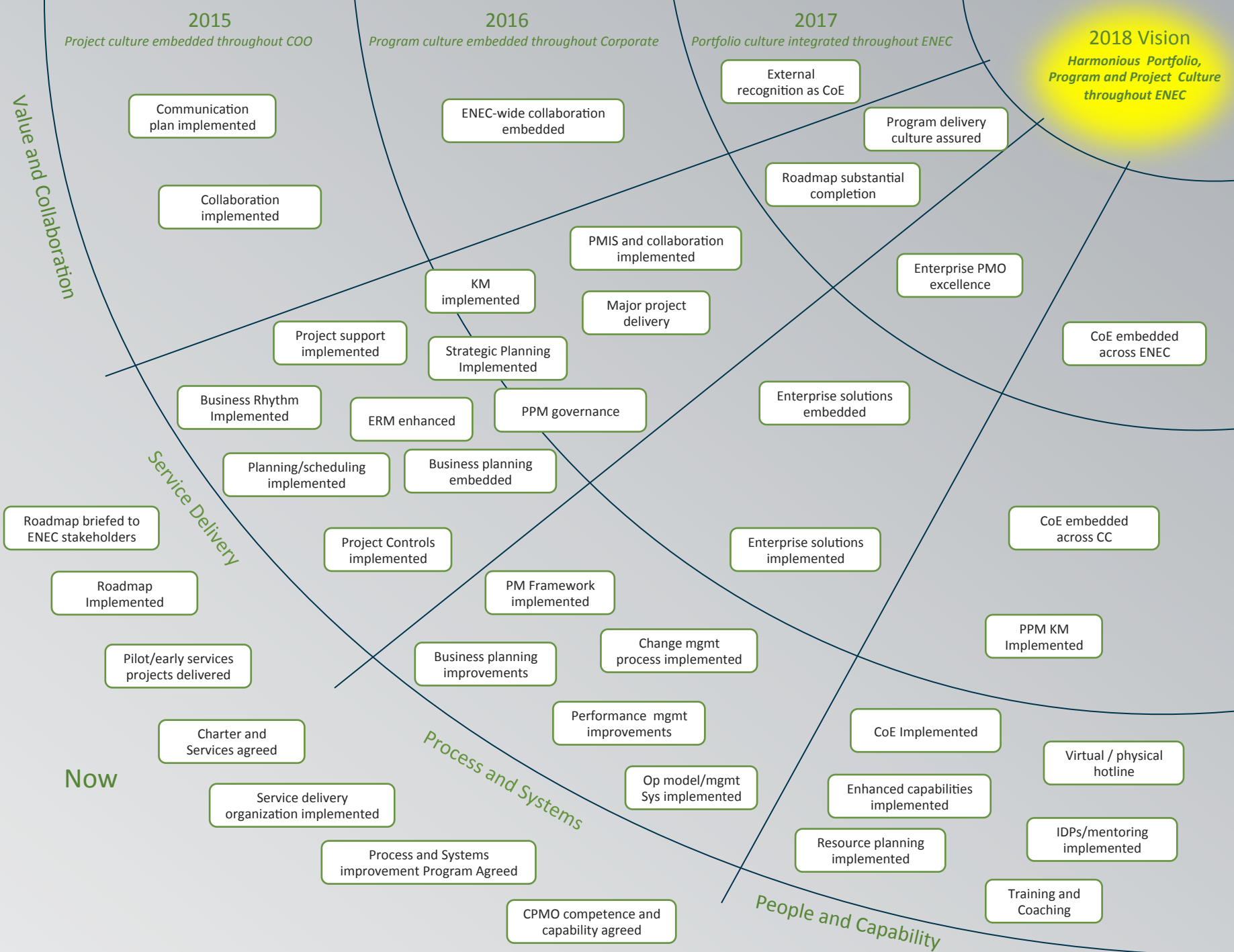
Cascading of strategic direction



Communicating our Strategy

Possibly use the
Strategy House
Approach





Reflection

1. What strategic changes would you take on to support enhanced curiosity and create a learnability culture?
2. How would you encourage the expected connectivity from the use of 3H? How would you measure that?
3. What are the meta-skills that are key to lead in 2020 and beyond?

Intentionally strategic is the path to achieving benefits





Wrap-Up

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